

## Performance Evaluation System Rating Guide

The following chart is a tool to help supervisors evaluate employee performance on the PO Form 12. *These definitions are not mandated by law or regulations.*

Factor	Sub-Factors	(-) Employee performance in sub-factor needs improvement	(v) Employee performance in sub-factor is acceptable	(+) Employee is strong in sub-factor
<b>Quantity-</b> Evaluate the amount of work produced as compared to the amount of work expected for this position. Consider time on current job, differences in difficulty of tasks, working conditions, and high and low peaks.				
	Amount of work	Does not meet performance and commitment requirements or agreements.	Consistently meets performance and commitment requirements or agreements.	Always meets and frequently exceeds performance and commitment requirements or agreements.
	Completion of work on schedule	Work products and projects frequently not completed or completed at an unacceptable level.	Consistently completes projects accurately and on time.	Can be counted on to complete projects and assignments despite time constraints.
<b>Quality-</b> Consider accuracy, neatness, precision, work effectiveness, and work acceptability.				
	Accuracy	Needs constant direction in understanding the duties and responsibilities of his or her position and is unable to execute these duties accurately.	Consistently executes the duties and responsibilities of his or her position in an efficient and accurate manner.	Always excels at accurately performing tasks/activities of the job.
	Neatness of Work Product	Does not focus on work-related details. Work products are disorganized and require additional efforts to comprehend.	Focuses on details of work-related activities. Work products are organized.	Extremely focused on work-related activities. Detail-oriented and well organized.
	Thoroughness	Shows a lack of attention to detail.	Is very thorough when performing work and conscientious about attending to detail.	Outstanding attention to detail; mentors others on how to improve their skills in this area.

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	Judgement	<p>Not open to suggestions, experimentation and new ways of doing things.</p> <p>Overwhelmed by multiple tasks that need to be organized and prioritized.</p>	<p>Adapts behavior or work methods in response to new information, changing conditions or unexpected obstacles.</p> <p>Effective at dealing with and making sense of uncertain situations.</p> <p>Organizes work and sets priorities.</p>	<p>Extremely effective at dealing with and making sense of uncertain situations.</p> <p>Consistently offers new suggestions and creative ways to improve things.</p> <p>Revises plans where necessary to meet desired goals.</p>
	Oral Expression	Demonstrates extremely poor verbal communication skills.	Verbally presents ideas and information in a clear, concise manner.	Is extremely articulate and effective in expressing ideas and information verbally.
	Written Expression	Demonstrates extremely poor written communication skills.	Presents ideas and information in writing in a clear, concise manner.	Is extremely articulate and effective in expressing ideas and information in writing.

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<b>Work Habits-</b> Consider those traits concerned with the methods followed by the employee arranging, organizing and performing assigned duties and responsibilities.				
	Observance of Working Hours	Work schedule does not support awareness of 8-hour work days (or regularly scheduled tour of duty, as applicable).	Work schedule supports awareness of 8-hour workdays (or regularly scheduled tour of duty, as applicable).	Consistently observes 8-hour work day and when necessary, overrides time schedule to support last minute or emergency conditions.
	Attendance	Attendance and punctuality are unpredictable. Does not plan absences.	Maintains a solid record of attendance/punctuality and plans absences in advance.	Maintains excellent record of attendance and punctuality. Plans absences in advance.
	Observe Rules Including Safety	Does not follow important rules and regulations pertaining to position, agency and/or the District.	Consistently follows all rules and regulations pertaining to position, agency and/or the District.	Always follows rules and regulations of position, agency and the District. Applies rules to all situations.
	Economy of Time and Materials	Does not demonstrate regard for the value of District resources or how to use them efficiently. Poor time management.	Conserves District resources and uses them efficiently (e.g., supplies, equipment, vehicles, uniforms, technology, etc.). Effectively manages time.	Finds creative ways to conserve and use limited resources. Helps educate others on the value and conservation of resources. Maximizes efficiency through excellent time management.
	Compliance with Work Instructions	Needs constant direction in understanding the duties and responsibilities of his or her position and does not execute these duties satisfactorily.	Understands and uses knowledge that is acquired through formal training or on-the-job experience to perform duties and responsibilities. Complies with instructions.	Has a strong understanding of how the job fits in with the overall operation. Utilizes professional knowledge to effectively perform duties associated with various business operations. Always complies with instructions.

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	Orderliness in Work	Does not arrange task-related information, resources and tools (e.g., workspace, uniform, files, documents) in an orderly manner to promote efficient performance.	Arranges task-related information, resources and tools (e.g. workspace, uniform, files, documents) in an orderly manner that promotes efficient performance.	Consistently maintains an orderly surrounding of professional work habits, tools, and information.  Demonstrates organizational skills that enhance the potential of profitable work actions.  Directs others in the concept of work and organization as a benefit to performance.
	Job Interest	Not attuned to the importance of serving internal or external customers. Does not manage self or time effectively. Shows lack of interest in job.	Sets own goals and implements new ideas that positively affect the work unit. Manages time and productivity effectively.  Demonstrates a commitment to working with customers, both external and internal.  Displays positive attitude toward work.	Consistently sets own goals and takes initiative in implementing ideas, systems or policies that affect a work unit.  Manages own time efficiently, encourages feedback, and invests in self-development. Always displays positive attitude toward work.
	Initiative	Does not remedy problems without being told by a peer or supervisor. Does not exhibit professional initiative.	Works to remedy problems without being told by a peer or supervisor. Exhibits initiative for professional growth.	Proactively works to remedy problems. Consistently produces more than the job requires.  Exhibits initiative for professional growth and seeks opportunity to contribute to the achievement of District goals.
	Resourcefulness	Does not understand how to apply knowledge acquired through formal training or on-the-job experience to perform duties and responsibilities.	Clearly understands and uses knowledge that is acquired through formal training or extensive on-the-job experience to perform duties and responsibilities.	Learns new job skills/knowledge very quickly and is then able to teach others.  Utilizes professional knowledge and resources effectively to perform duties associated with various business operations.

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<b>Personal Relations-</b> Consider manner in which employee approaches, meets, works, deal and confers with others and the employee's self-control, tact, poise, personal appearance, and hygiene. Accomplishes objectives of contacts, creates confidence and respect.				
	Cooperation with Coworkers	Has difficulty building and maintaining good working relationships with colleagues.	Builds and maintains successful working relationships with colleagues.	Builds and maintains outstanding working relationships with all colleagues.
	Dealing with the Public	Does not work well with external customers. Does not follow customer service standards.	Consistently acts with the external customer in mind. Establishes good customer relations and can come to workable solutions. Follows customer service standards.	Excels at working with external customers to assess needs, resolve problems, and significantly exceed customer expectations. Always follows customer service standards.
	Personal habits	Does not act in ways that support the goals and direction of the District.	Acts in ways that support the goals, direction and standards of the District.	Always acts in a way that supports all goals and efforts of the District.
<b>Adaptability -</b> Consider the manner in which the employee performs in new situations and emergencies with a minimum of supervision.				
	Performance in new situations	Does not adapt to change and new information and/or events.	Responsive and adaptive to change and new information and/or events.	Extremely responsive and adaptive to change and new information and/or events.
	Performance in emergencies	Unable to adapt behavior or work methods in response to new information, changing conditions or unexpected obstacles.	Adapts behavior or work methods in response to new information, changing conditions or unexpected obstacles. Remains calm.	Extremely effective at dealing with and making sense of uncertain situations. Serves as leader in emergency situations and remains calm.

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<b>Supervision and Planning-</b> Consider the employee's ability and effectiveness as a supervisor, one who gets the work done through others, and skill exercised in planning.				
	Planning broad programs	Does not show concern for or knowledge of the strategic issues facing the District.	Has knowledge and perspective on the strategic issues facing the District. Plans work and programs accordingly.	Is excellent at forecasting future consequences based on trends.  Has broad knowledge and perspective on the strategic issues facing the District. Plans programs that support the District goals.
	Adapting work program to broader or related programs	Does not create a connection between working processes and goals to broader needs and requirements of related programs or the District.	Has broad knowledge and perspective on the strategic issues facing the District. Adapts work program to broader or related programs.	Adapts work program to broader or related programs. Has broad knowledge and perspective on the issues facing the District.  Strategically utilizes resources and knowledge to create projects and to resolve issues.
	Devising procedures	Fails to follow up on the progress or outcomes of operational plans.	Determines short- or long-term goals, strategies, and procedures to achieve them.	Effectively sets short- or long-term goals, aggressive strategies, and procedures to achieve them in the most efficient manner.
	Laying out work and establishing standard of performance for subordinates	Does not provide challenging tasks and assignments that stretch subordinates. Does not provide necessary feedback.	Evaluates, provides feedback and develops employees to their next level of performance. Establishes standards of performance.	Challenges individuals to improve performance and/or system quality. Provides frequent and helpful development discussions and feedback.
	Directing, reviewing, and checking work of subordinates	Does not provide appropriate direction or review of employee's performance or productivity.	Provides frequent and helpful development discussions and feedback.	Consistently evaluates, provides feedback and develops employees to their next level of performance.

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	Instructing, training, and developing subordinates in work	Does not provide the coaching necessary to guide and empower others.	Provides ongoing guidance and positive reinforcement to improve performance. Supports training for subordinates.	Consistently coaches, counsels and improves individual and team performance. Always supports training for subordinates.
	Promoting high morale	Cannot inspire or motivate staff to complete job tasks or goals.  Unstable and indecisive in a crisis.  Does not coach, mentor or challenge staff.	Inspires, motivates, guides others toward goals.  Coaches, mentors and challenges staff.  Consistently demonstrates decisiveness in day-to-day actions.	Confident in leading by example and demonstrating direction and decisiveness in all situations.  Inspires, motivates, and guides a shared vision and accomplishment of goals.  Serves as a coach and mentor.
	Delegating clearly defined authority to act	Does not share and/or delegate power and authority with staff.	Shares and/or delegates power and authority with staff as needed.	Always evaluates and develops employees to their next level of performance. Delegates authority appropriately.
	Decision-making process	Makes ill-informed decisions.	Consistently makes sound, well-informed decisions.	Makes decisions confidently. Makes informed decisions that consider the stakeholders.
	Determination and utilization of manpower and materials	Does not plan or dictate effective and efficient utilization of manpower and materials.	Consistently demonstrates decisiveness in day-to-day actions. Effectively utilizes manpower and materials to meet and maintain the operations of daily business needs.	Strategically utilizes manpower and materials to accomplish business goals and maintain productive operations.  Establishes conditions for a more productive, innovative and creative work environment to secure future performance.
	Efforts to ensure EEO in all appropriate aspects of Recruitment, Hiring, Training, Promoting, Recognition, etc	Not aware of EEO.	Displays efforts to comply with EEO.	Always makes effort to ensure EEO.